

INVESTOR DAY 2021

Commercial Cluster

Tan Lee Chew
President Commercial

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Disclaimer

Amounts stated in this presentation are denominated in Singapore Dollars unless stated otherwise.

The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions especially given the evolving COVID-19 situation and its impact globally. Representative examples of these factors include (without limitation) travel and border restrictions, governmental orders on business closures, lock-down and movement restrictions, quarantines, disruption to global supply chains, general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, and governmental and public policy changes, as well as natural disasters which may negatively impact business activities of the ST Engineering Group.

You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events.

Global presence and revenue

Commercial Cluster



Commercial Aerospace

Aerospace MRO

Aerostructures & Systems

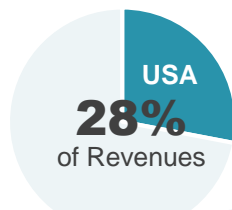
Aviation Asset Management



Urban Solutions & Satellite Communications

Urban Solutions

Satcom



AMERICAS

Aerospace MRO

San Antonio, Mobile, Pensacola, Wethersfield, Baltimore – U.S.

Aerostructures & Sys.

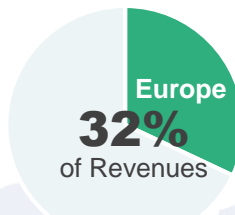
Baltimore – U.S.

Urban Solutions

Pittsburgh – U.S.
Sao Paulo – Brazil

Satcom

Herndon, Mountain View – U.S.
Ottawa – Canada
Sao Paulo – Brazil



EUROPE

Aerospace MRO

Kodersdorf, Dresden - Germany | Stockholm - Sweden | Copenhagen – Denmark

Aerostructures & Sys.

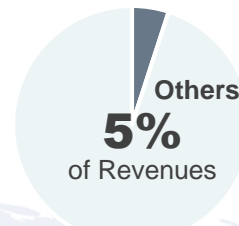
Dresden - Germany

Aviation Asset Mgmt.

Dublin – Ireland

Satcom

Sint-Niklass, Erpe-Mere – Belgium | Berlin – Germany | Brest - France | Killarney – Ireland | Farnborough – UK



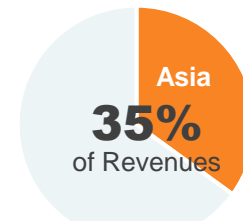
OTHERS

Urban Solutions

Dubai, Abu Dhabi – UAE | Riyadh - Saudi Arabia | Tel Aviv – Israel

Satcom

Dubai – UAE



ASIA

Aerospace MRO

Singapore, Shanghai, Xiamen, Guangzhou, Hanoi, Ho Chi Minh City

Aerostructures & Sys. Aviation Asset Mgmt.

Singapore

Urban Solutions

Singapore, Hong Kong, Shanghai, Chong Qing, Wuxi, Taipei, Kaohsiung, Taoyuan, Taichung, Bangkok, Kuala Lumpur, Melbourne, Sydney

Satcom

Singapore, Beijing, Hong Kong, New Delhi



Location of ST Engineering Commercial Business Entities

Opportunities in technology acceleration and disruption



Ride the recovery in Commercial Aerospace



Aerospace MRO Air Travel recovery

- Expand capabilities and capacity to position for services recovery



Aerostructures & Systems High Air Cargo demand & recovery in Aircraft production

- Scale Passenger-to-Freighter conversions
- Grow OEM services and programmes



Aviation Asset Management Attractive asset valuations and financing

- Build asset base and expand business



Drive growth in Smart City



Urban Solutions

Urbanisation, Digitalisation and Sustainability trends

- Capture Smart Mobility and Smart Environment opportunities
- Expand sustainability-enabled solutions



Satcom

Convergence of Satcom-5G, Cloud and IoT

- Develop Next Generation Satcom-5G and cloud-enabled virtualised platforms

Thank you